

3978



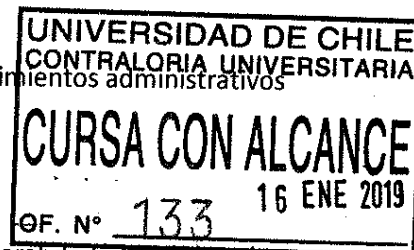
AUTORIZA TRATO DIRECTO, DE FORMA EXCEPCIONAL, PARA LA CONTRATACIÓN DE LA RELATORA CAMILA CHILD PARA REALIZAR CÁTEDRA ACADÉMICA Y TALLER, POR RAZONES QUE INDICA.

RESOLUCIÓN N° CHC.0222.18

SANTIAGO, Diciembre 28 de 2018

**VISTOS:**

- 1.- Lo dispuesto en los artículos 7 letra c), 8 letra g), de la Ley N° 19.886, de Bases sobre Contratos Administrativos de Suministro y Prestación de Servicios.
- 2.- Lo dispuesto en el artículo 10 N° 7 letra k), del Decreto N° 250, de 2004, del Ministerio de Hacienda, que aprueba el Reglamento de la Ley N° 19.886, de Bases sobre Contratos Administrativos de Suministro y Prestación de Servicios.
- 3.- Lo dispuesto en la Ley N° 19.880, que establece las Bases de los procedimientos administrativos que rigen los actos de los órganos de la administración del Estado.
- 4.- Lo dispuesto en la Ley N° 21.094 sobre Universidades Estatales.
- 5.- Lo dispuesto en la Resolución N° 1600 de 2008, de la Contraloría General de la República, los Decretos N°s 309/2169/2018; 309/1699/2018 y 309/1471/2018, y el Decreto Universitario N°1183 y 27591 de 2018.



**CONSIDERANDO:**

- 1.- Que, el Departamento de Administración y la Escuela de Postgrado de la Facultad de Economía y Negocios de la Universidad de Chile, requiere contratar a Camilla Child, profesora e investigadora británica perteneciente al Tavistock Institute for Human Relations, para que realice taller para profesores y cátedra denominada: "A Tavistock Approach to Understanding and Working with Organisations", sobre cómo aplicar el enfoque del Instituto Tavistock para comprender y trabajar con organizaciones, esta cátedra se desarrollará en el marco de la XIII Semana Internacional.
- 2.- Que, para dar cumplimiento a los objetivos específicamente de carácter académico y de investigación, es de gran importancia que principalmente los alumnos de las maestrías de Gestión de Personas en sus diferentes formatos, puedan participar de ésta cátedra, mientras que el taller está orientado a profesores internos y externos del Departamento de Administración.
- 3.- Que, la profesora Camilla Child, es una experta en el área de gestión de recursos humanos, coaching y comunicación organizacional del prestigioso Instituto Tavistock, institución dedicada al estudio de la psicología de grupos desde una orientación psicoanalítica, según se puede constatar en informe y documentos que se adjuntan.
- 4.- Que, dicho requerimiento fue autorizado por los Coordinadores Administrativos de la Escuela de Postgrado y el Departamento de Administración respectivamente, según consta en Formularios de Solicitud de Compra y Disponibilidad Presupuestaria, de fecha noviembre 20 de 2018 el de la Escuela de Postgrado por hasta US\$3.630.- (tres mil seiscientos treinta dólares americanos), y con fecha diciembre 05 de 2018, el del Departamento de Administración por hasta US\$1.400 (mil cuatrocientos dólares americanos), más gastos correspondientes a la transferencia electrónica.

5.- Que, de acuerdo a lo señalado en el artículo 51, del Reglamento de la Ley de Compras, los tratos directos que se realicen en virtud de lo dispuesto en el artículo 10 requerirán de un mínimo de tres cotizaciones de diferentes proveedores, con excepción de aquellos tratos o contrataciones directas contenidas en los números 3, 4, 6 y 7.

6.- Que, el artículo 10, numeral 7, contempla la procedencia del trato directo, cuando por la naturaleza de la negociación existan circunstancias o características del contrato que hagan del todo indispensable acudir al Trato o Contratación Directa, de acuerdo a los casos y criterios que se señalan: letra K) estipula: "Cuando se trate de la compra de bienes y/o contratación de servicios que se encuentren destinados a la ejecución de proyectos específicos o singulares, de docencia, investigación o extensión, en que la utilización del procedimiento de licitación pública pueda poner en riesgo el objeto y la eficacia del proyecto de que se trata, en estos casos, las entidades determinarán por medio de una resolución, disponible en el sistema de información, los procedimientos internos que permitan resguardar la eficiencia, transparencia, publicidad, igualdad y no discriminación arbitraria en esta clase de adquisiciones".

7.- Que, mediante Resolución Exenta Universitaria N° 00300, de 31 de marzo del 2010 la Universidad de Chile fijó el procedimiento que reglamenta la compra de bienes y/o contratación de servicios destinados a la ejecución de proyectos específicos o singulares, de docencia, investigación o extensión. En el número 3) del artículo 3° de dicha resolución, contempla la aplicación de este procedimiento, cuando la especialización ofrecida por un determinado proveedor en compra de bienes o contrataciones de servicios específicos y selectos, acontecimientos que se dan este contexto particular, en atención a lo informado por el Director de la Escuela de Postgrado y por el Director del Departamento de Administración de la Facultad de Economía y Negocios.

8.- Que, debido a las particulares características de la contratación y a que quien provee el servicio requerido corresponde a un proveedor extranjero no inscrito en el registro de proveedores del Estado, se hace imposible para esta Facultad efectuar el proceso de compras a través del portal [www.mercadopublico.cl](http://www.mercadopublico.cl), debiendo gestionarse en conformidad a lo establecido por el artículo 62 N° 6 del Decreto 250 de 2004 del Ministerio de Hacienda.

9.- Que, atendiendo lo descrito en el considerando previo y a que el monto convenido a pagar por los servicios no supera las 1.000 UTM, no se estima necesaria la suscripción de contrato entre las partes, sin perjuicio de lo cual se entenderá como parte integrante del presente acto y de la ejecución de la prestación, los términos de referencia y la propuesta del proveedor adjunta.

10.- Que, la Facultad de Economía y Negocios de la Universidad de Chile cuenta con los fondos necesarios para proceder con la contratación requerida. Por tanto;

#### **RESUELVO:**

**1.- Autorícese** la contratación realizada a través de la modalidad excepcional de trato directo, según la causal contemplada en la parte considerativa y términos de referencia adjuntos al presente acto, a la experta a continuación individualizada, para el desarrollo de la cátedra "*A Tavistock Approach to Understanding and Working with Organisations*", pudiendo efectuarse la contratación fuera del Sistema de Información de la Dirección de Compras y Contratación Pública, por los fundamentos expuestos en los considerandos previos del presente acto administrativo, de acuerdo al siguiente detalle:

|                     |                        |
|---------------------|------------------------|
| Nombre Relator      | : Camilla Juliet Child |
| Nacionalidad        | : British Citizen      |
| Lugar de Nacimiento | : Maidstone            |
| N° Pasaporte        | : 525523573            |
| Fecha de Nacimiento | : Marzo 28 de 1963     |

2.- Autorícese el pago por la suma total de US\$5.030.- (cinco mil treinta dólares americanos), más gastos correspondientes a transferencia electrónica, según el siguiente desglose:

- Departamento de Administración US\$1.400 (mil cuatrocientos dólares americanos).
- Escuela de Postgrado US\$3.630.- (tres mil seiscientos treinta dólares americanos),

Realizadas según los siguientes datos:

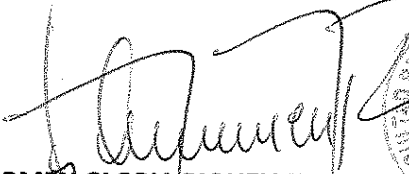
|                         |                                          |
|-------------------------|------------------------------------------|
| Nombre del beneficiario | : Tavistock Institute of Human Relations |
| Nombre del banco        | : National Westminster Bank (Natwest)    |
| Dirección del banco     | : 94 Moorgate, London, EC2M 6UR          |
| IBAN                    | : GB27 NWBK 6073 0128 0810 21            |
| Moneda                  | : Dólares                                |
| Account No              | : 28081021                               |
| Sort Code               | : 560023                                 |
| BIC                     | : NWBKGB2L                               |

3.- **Impútese** el gasto correspondiente, al Título A, ítem 2.6 del presupuesto universitario vigente, con cargo al presupuesto de la Facultad de Economía y Negocios de la Universidad de Chile.

**ANÓTESE, COMUNÍQUESE Y ARCHÍVESE.**

  
**ROBERTO ALVAREZ ESPINOZA**  
Vicedecano (S)  


  
**ENRIQUE MANZUR MOBAREC**  
Decano (S)  


  
**CARMEN GLORIA RIQUELME ROBLEDO**  
Director Económico y Administrativo (S)  


**Distribución:**

- 1.- Contraloría Universidad de Chile.
- 2.- Dirección Económica y Administrativa-FEN.
- 3.- Unidad de Tesorería-FEN.
- 4.- Escuela de Postgrado -FEN
- 5.- Departamento de Administración - FEN
- 6.- Unidad de Adquisiciones-FEN.

| ECONOMÍA<br>NEGOCIOS                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                   | Formulario de Solicitud de Compras y Contrataciones y<br>Certificado Disponibilidad Presupuestaria |        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------|
| ITEM I: IDENTIFICACIÓN UNIDAD REQUIRENTE                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                   | Fecha de Solicitud: 20-11-2018                                                                     |        |
| Unidad Solicitante:                                                                                                                                                                                                                                                                                                                                                                                                                                           | Responsable de la contratación:                                                                   | FUS/31                                                                                             | Cargo: |
| FEN Gabinete Escuela de Postgrado                                                                                                                                                                                                                                                                                                                                                                                                                             | Abel Curiche Painemal                                                                             | Coordinador Administrativo Postgrado                                                               |        |
| ITEM II: ANTECEDENTES GENERALES DE LA SOLICITUD                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                   |                                                                                                    |        |
| Nombre de la Adquisición (Indicar solo nombre, NO detalles)<br>"CAMILA CHILD: A TAVISTOCK APPROACH TO UNDERSTANDING AND WORKING WITH ORGANISATIONS"                                                                                                                                                                                                                                                                                                           |                                                                                                   |                                                                                                    |        |
| Está incorporada en Plan Anual de Compras: Si                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                   |                                                                                                    |        |
| Objetivo de la Compra y Detalles<br>La Escuela de Postgrado requiere la contratación a través de A Tavistock Institute Approach to Understanding and Working with Organisations, de la Relatora para cátedra, Sra. Camilla Child, en el contexto de la XIII Semana Internacional a realizarse en Enero de 2019.                                                                                                                                               |                                                                                                   |                                                                                                    |        |
| ¿Solicita Renovar un contrato vigente?                                                                                                                                                                                                                                                                                                                                                                                                                        | Indicar N° y Fecha Decreto que aprueba contrato anterior:                                         | Monto estimado adquisición: (Impuestos incluidos)                                                  | 3.630  |
| Imputar Gasto a:                                                                                                                                                                                                                                                                                                                                                                                                                                              | FEN Gabinete Escuela de Postgrado                                                                 | Moneda:                                                                                            | US\$   |
| Forma de Contratación                                                                                                                                                                                                                                                                                                                                                                                                                                         | Art. 10 N° 7, letra k) Proyectos específicos de docencia, investigación o extensión (S/Cotizador) |                                                                                                    |        |
| ¿Consultó previamente convenio marco?                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                   |                                                                                                    |        |
| IMPORTANTE: Si habiendo consultado el Convenio Marco, la compra o contratación NO se hará por este medio, indique las razones fundadas, acompañadas de una análisis técnico y/o económico, por las cuales su opción NO es el Convenio Marco. Este argumento se incluirá en la Resolución que irá a Control de Legalidad y se remitirá a la Dirección de ChileCompra. Si no se adjunta esta información, la solicitud será rechazada.                          |                                                                                                   |                                                                                                    |        |
| Fundamento: se requiere la contratación a través de A Tavistock Institute Approach to Understanding and Working with Organisations, de la Relatora para cátedra, Sra. Camilla Child, en el contexto de la XIII Semana Internacional a realizarse en Enero de 2019.                                                                                                                                                                                            |                                                                                                   |                                                                                                    |        |
| ITEM III: COTIZACIONES                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                   |                                                                                                    |        |
| Debe adjuntar 3 cotizaciones cuando la contratación:                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                   | Debe adjuntar 1 cotización cuando la contratación:                                                 |        |
| 1. Es menor a 3 UTM                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                   | 1. Es menor a 3 UTM y es realizada por fuera del portal                                            |        |
| 2. Corresponde a Art. 10 N° 1, 2, 5 y 8                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                   | 2. Corresponde a Art. 10 N° 3, 4, 6 y 7                                                            |        |
| ITEM IV: CERTIFICADO DISPONIBILIDAD PRESUPUESTARIA                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                   |                                                                                                    |        |
| De conformidad al presupuesto aprobado para esta institución por Decreto Universitario Afecto N°1183 de 2018. Certifico que a la fecha del presente documento, la institución cuenta con el presupuesto para el financiamiento de los servicios/productos "CAMILA CHILD: A TAVISTOCK APPROACH TO UNDERSTANDING AND WORKING WITH ORGANISATIONS", con cargo a la Escuela de Postgrado por un monto bruto de US\$3.630.- (tres mil seiscientos treinta dólares). |                                                                                                   |                                                                                                    |        |
| En el caso de tratarse de una Transferencia, indicar:                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                   |                                                                                                    |        |
| Nombre Beneficiario                                                                                                                                                                                                                                                                                                                                                                                                                                           | Tavistock Institute of Human Relations                                                            | NOTA:                                                                                              |        |
| Nombre del Banco                                                                                                                                                                                                                                                                                                                                                                                                                                              | National Westminster Bank (Natwest)                                                               |                                                                                                    |        |
| Cuenta Corriente                                                                                                                                                                                                                                                                                                                                                                                                                                              | 28081021                                                                                          |                                                                                                    |        |
| Dirección del Banco                                                                                                                                                                                                                                                                                                                                                                                                                                           | 94 Moorgate, London, EC2M 6UR                                                                     |                                                                                                    |        |
| Moneda                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Dólar                                                                                             |                                                                                                    |        |
| SWIFT                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                   |                                                                                                    |        |
| ABA                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GB27 NWBK 6073 0128 0810 21                                                                       |                                                                                                    |        |
| Iban                                                                                                                                                                                                                                                                                                                                                                                                                                                          | NWBKGB2L                                                                                          |                                                                                                    |        |
| BIC                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Se adjunta detalle para mayor información.                                                        |                                                                                                    |        |
| Abel Curiche Painemal<br>Coordinador Administrativo Escuela de Postgrado                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                   |                                                                                                    |        |



Formulario de Solicitud de Compras y Contrataciones y  
Certificado Disponibilidad Presupuestaria

Fecha de Solicitud: 05-12-2018

ITEM I: IDENTIFICACIÓN UNIDAD REQUERENTE

Unidad Solicitante:

FEN Departamento de Administración

Responsable de la contratación:

Matías Sanfuentes.

Cargo:

Académico Departamento de  
Administración.

ITEM II: ANTECEDENTES GENERALES DE LA SOLICITUD

Nombre de la Adquisición (Indicar solo nombre, NO detalles)

"CAMILA CHILD: A TAVISTOCK APPROACH TO UNDERSTANDING AND WORKING WITH ORGANISATIONS"

Está incorporada en Plan Anual de Compras:

Objetivo de la Compra y Detalles

El Departamento de Administración requiere la contratación a través de A Tavistock Institute Approach to Understanding and Working whit Organisations, de la Relatora Sra. Camila Child, para talleres en el que profesores internos del Departamento puedan capacitarse en métodos de aprendizaje experiencial para aplicar en docencia.

¿Solicita Renovar un  
contrato vigente?

No

Indicar N° y Fecha Decreto que  
aprueba contrato anterior:

Monto estimado  
adquisición:  
(impuestos incluidos)

1.400,00

Imputar Gasto a:

FEN Departamento de Administración

Moneda:

US\$

Forma de Contratación

i) Art. 10 N° 7, letra k) Proyectos específicos de docencia, investigación o extensión (S/Cotización)

¿Consultó previamente convenio marco?

**IMPORTANTE:** Si habiendo consultado el Convenio Marco, la compra o contratación NO se hará por este medio, indique las razones fundadas, acompañadas de una análisis técnico y/o económico, por las cuales su opción NO es el Convenio Marco. Este argumento se incluirá en la Resolución que irá a Control de Legalidad y se remitirá a la Dirección de ChileCompra. Si no se adjunta esta información, la solicitud será rechazada.

Fundamento:

ITEM III: COTIZACIONES

Debe adjuntar 3 cotizaciones cuando la contratación:

1. Es menor a 3 UTM
2. Corresponde a Art. 10 N° 1, 2, 5 y 8

Debe adjuntar 1 cotización cuando la contratación:

1. Es menor a 3 UTM y es realizada por fuera del portal
2. Corresponde a Art. 10 N° 3, 4, 6 y 7

ITEM IV: CERTIFICADO DISPONIBILIDAD PRESUPUESTARIA

De conformidad al presupuesto aprobado para esta institución por Decreto Universitario Afecto N°1183 de 2018. Certifico que a la fecha del presente documento, la institución cuenta con el presupuesto para el financiamiento de "CAMILA CHILD: A TAVISTOCK APPROACH TO UNDERSTANDING AND WORKING WITH ORGANISATIONS", con cargo al Centro de Costo N°120516014201001 por un monto bruto de US\$1.400.- (mil cuatrocientos dolares).

En el caso de tratarse de una Transferencia, indicar:

Nombre Beneficiario: Tavistock Institute of Human Relations  
Nombre del Banco: National Westminster Bank (Natwest)  
Cuenta Corriente Nº: 28081021  
Dirección del Banco: 94 Moorgate, London, EC2M 6UR  
Moneda: Dólar  
SWIFT: ABA  
Iban: GB27 NWBK 6073 0128 0810 21  
BIC: NWBKGB2L

Breve descripción del motivo de la transferencia

Ana Rivas Herrera.

Coordinadora Administrativa, Departamento de  
Administración.

Matías Sanfuentes.

Académico Departamento de Administración.

**University of Chile: Faculty of Economics and Business**

**Leading and managing organisations: understanding group behaviours**

**January 13.30 – 15.45**

**Studying group and inter-group dynamics**

**Introduction to the session**

The workshop will utilise a Tavistock approach to deepening understanding of what happens when groups form and begin to relate to other groups whilst focusing the practical task of leading and managing organisations. The participants themselves will be the 'raw material' of the learning process, i.e. they will have opportunities to learn about group process, through their own participation in the exercise.

**Aim**

To identify and present to each other perceptions of the challenges faced by the Faculty and study the dynamics of groups by participating in a group and inter-group exercise

**Content**

The content of the session will comprise a series of activities in which groups form, work on a task and share their preliminary ideas with other groups, reflect on that sharing, re-engage in their work, create recommendations for presentation in a plenary format and reflect on the dynamics that emerge during the exercise.

**Methods**

The method employed will be an innovative group relations exercise lasting 2.25 hours including a half-hour review to reflect on the experience.

**Hypothesis**

That, alongside working on the task of determining the challenges for the Faculty, the dynamics of group interactions will develop quickly in the session and will provide valuable opportunities for learning and teaching.

**Role of the Participants:** To participate in the event

**Role of the Consultants:**

- To observe the process
- To keep the timetable running on time
- To keep the groups focused on the task
- From time to time, to make available their understanding of what is going on in the groups as it happens
- To assist in the plenary discussion

## Leading and managing organisations

### Programme and Task

| Time                                          | Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>11.50 – 11.55</b><br><br><b>5 minutes</b>  | <b>Introduction to the work</b><br><br>The Task of the Session:<br><br><b>What are the challenges for the Faculty of Economics and Business and what are your recommendations?</b><br><br><b>Also, to study the dynamics of groups as they emerge and what this means for leadership and management in organisations</b>                                                                                                                                                                                                                                                             |
| <b>11.55 – 12.05</b><br><br><b>10 minutes</b> | <b>The workshop divides into three groups and they each occupy a space</b><br><br>Task: To form into three groups                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>12.05 – 12.25</b><br><br><b>20 minutes</b> | <b>Groups work independently</b><br><br>Task: To address the following questions: <ul style="list-style-type: none"> <li>• Who/what are we?</li> <li>• How do we define ourselves?</li> <li>• What are the challenges the faculty is facing that we want to communicate with others?</li> <li>• Sorting out our own group's leadership</li> <li>• Identifying the 'our group' as one of 3 groups, i.e. working on the idea of 'the whole is greater than the sum of its parts' (i.e. can the 3 groups complement each other, collaborate?)</li> </ul>                                |
| <b>12.25 – 12.35</b><br><br><b>10 minutes</b> | <b>Relating to the 'outside world'</b><br><br>Task: Preparing to send delegates to the other groups <ul style="list-style-type: none"> <li>• What do we want to communicate to the other groups?</li> <li>• How do we communicate our message to the other groups?</li> <li>• Who do we send to communicate our message? An individual? A team? If a team, what composition should it have?</li> <li>• What do we want them to say? How should they say it? And what are they meant to bring back?</li> <li>• What do we do while the delegates are out on their mission?</li> </ul> |

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>12.35 – 12.50</b> | <b>The visits</b>                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>15 minutes</b>    | <p>Task: Delegates make their visits to the other groups</p> <p>The delegates need to:</p> <ul style="list-style-type: none"> <li>• gain entry to the other groups (method, style, content)</li> <li>• deliver their groups' messages</li> <li>• observe the visited groups as they deliver their messages</li> <li>• note their own reactions to what they observe</li> <li>• prepare a report for their own groups</li> </ul>                          |
| <b>12.50 – 12.55</b> | <b>Delegates Return to Their Own Groups</b>                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>5 minutes</b>     | <p>Task:</p> <ul style="list-style-type: none"> <li>• To exit from the visited groups</li> <li>• To re-enter their own groups</li> <li>• To observe the changes in their own groups from the time they left</li> </ul>                                                                                                                                                                                                                                   |
| <b>12.55 – 13.05</b> | <b>Groups assess Incoming data</b>                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>10 minutes</b>    | <p>Task:</p> <ul style="list-style-type: none"> <li>• To hear the reports of the returning delegates</li> <li>• To assess the 'hard' and 'soft' data about the other group</li> <li>• To formulate ideas/opinions about the other groups on the basis of the information now becoming available</li> <li>• To start to prepare communication/recommendation that this group will make to the other groups on the basis of all the information</li> </ul> |
| <b>13.05 – 13.15</b> | <b>Groups prepare the communication</b>                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>10 minutes</b>    | <p>Task:</p> <ul style="list-style-type: none"> <li>• To discuss the communication your group wishes to send to the other groups in the plenary at</li> <li>• To discuss the form that communication should take</li> <li>• To formulate your communication</li> </ul>                                                                                                                                                                                   |
| <b>13.15 – 13.30</b> | <b>Groups form into Plenary</b>                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>15 minutes</b>    | <p>Task: To share recommendations</p> <ul style="list-style-type: none"> <li>• The groups organise the order and how they want to share recommendations</li> </ul>                                                                                                                                                                                                                                                                                       |
| <b>13.30 – 13.45</b> | <b>Continue Plenary session</b>                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>15 minutes</b>    | <ul style="list-style-type: none"> <li>• To share views about the nature of the dynamics operating within</li> </ul>                                                                                                                                                                                                                                                                                                                                     |

|  |                                                                                                                                                                                                                                                                                                                                      |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>and between groups in this workshop</p> <ul style="list-style-type: none"><li>• To review the exercise from your individual perspective, (not a report from your group), i.e. to answer the question: What new learning have I achieved about organisational dynamics in relation to leading and managing organisations</li></ul> |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



### Economic Proposal

Within the agenda of the activities that I have been offered in accordance with the participation in the XIII International Week, I am pleased to inform my interest of participating as an International Speaker, representation of the Tavistock Institute for Human Relations, receiving a contribution for this role of 3,630 USD pay directly to the Institute.

In addition, the Postgraduate School of the University of Chile is committed to managing:

- Airfare
- Hotel stay
- Food
- Transfers

The bank transfer details of the Institute are (U.S. Dollar Account):

Provider: Tavistock Institute of Human Relations

**National Westminster Bank (Natwest)**

Address: 94 Moorgate, London, EC2M 6UR

Account No: 28081021

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BIC: NWBKGB2L

Camilla Child  
Principal Researcher / Consultant  
Tavistock Institute for Human Relations

Mehul Patel  
Head of Finance  
Tavistock Institute for Human Relations

November 22, 2017

**THE  
TAVISTOCK  
INSTITUTE®**

30 Tabernacle Street  
London EC2A 4UE



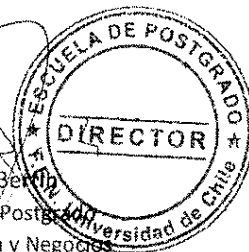
### **CÁTEDRA ACADÉMICA INTERNACIONAL PARA XIII SEMANA INTERNACIONAL DE LA ESCUELA DE POSTGRADO**

La Escuela de Postgrado de la Facultad de Economía y Negocios, con el objetivo de ampliar la visión global que entregan sus programas de estudio, a través de su Director, ha decidido invitar a Camilla Child, docente británica e investigadora del Tavistock Institute for Human Relations, quien realizará una cátedra sobre cómo aplicar el enfoque del Instituto Tavistock para comprender y trabajar con organizaciones, en el marco de la XIII Semana Internacional.

La cátedra está dirigida a los alumnos de las maestrías de Gestión de Personas en sus diferentes formatos, sin embargo, están abiertas para que cualquier alumno de la Escuela de Postgrado FEN participe en ella.

Contar con una experta en gestión de recursos humanos, coaching y comunicación organizacional de tan prestigioso Instituto es una experiencia invaluable, que les proporcionará aprendizaje totalmente aplicable a situaciones de su diario vivir, siendo un agente de cambio en sus respectivas instituciones.

Mauricio Jara Berrio  
Director Escuela de Postgrado  
Facultad de Economía y Negocios



Santiago, 15 de Noviembre de 2018

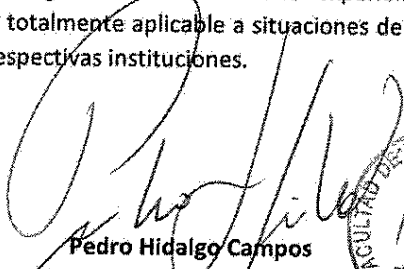


**CÁTEDRA ACADÉMICA INTERNACIONAL PARA XIII SEMANA INTERNACIONAL DE LA ESCUELA DE POSTGRADO.**

La Escuela de Postgrado de la Facultad de Economía y Negocios, con el objetivo de ampliar la visión global que entregan sus programas de estudio, a través de su Director, ha decidido invitar a Camilla Child, docente británica e investigadora de Tavistock Institute for Human Relations, quien realizará un taller sobre cómo aplicar el enfoque del Instituto Tavistock para comprender y trabajar con organizaciones. El Taller también busca desarrollar competencias docentes enfocadas a enfrentar los desafíos de la formación de estudiantes de management.

El Taller está dirigido a los Profesores del Departamento de Administración y Colaboradores que trabajen en otros Programas de la Facultad.

Contar con una experta en gestión de recursos humanos, coaching y comunicación organizacional de tan prestigioso instituto es una experiencia invaluable, que les proporcionará aprendizaje totalmente aplicable a situaciones de su diario vivir, siendo un agente de cambio en sus respectivas instituciones.

  
Pedro Hidalgo Campos  
Director del Departamento de Administración  
Facultad de Economía y Negocios



  
MSA/pml

Santiago, 07 de Enero de 2019

## Organizational Development, Dynamics and Change

| Codes & Credits |                           |                       |
|-----------------|---------------------------|-----------------------|
| ENMAN694        |                           | 3 Credits<br>15 Hours |
| Type of course  | Postgraduate- Common Plan | Theoretical-practical |
| Professor       | Camilla Child             |                       |
| Assitant        | -                         |                       |
| Requirements    |                           |                       |
| Schedule        | 11.01.18 :16.30 to 22.00  |                       |
|                 | 12.01.18 : 09.00 to 18.30 |                       |

| COURSE DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>This programme will provide opportunities for the student to explore aspects of leadership, organisational change and development and consultancy practice through four key areas: action research and inquiry; unconscious processes; organisational theory and coaching/consultancy competence. It will be delivered through lectures, experiential learning and case presentation. It will take the student through understandings of the dynamics of group processes in relation to the individual, the organisation and the system. We will work with the boundaries of time, territory and task. The programme will draw on a number of classic and contemporary theoretical frameworks, focusing particularly on systems psychodynamics, complexity theory and socio-technical systems. It will offer practical frameworks for coaching and organisational development.</p> |

| 1.- COURSE LEARNING OBJECTIVES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  | LG y LO/<br>Competences                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------------------------------------|
| <ul style="list-style-type: none"> <li>- Learn theories and develop competences to support organisational and behaviour change in organisations</li> <li>- Learn about yourselves and finding your authority and creativity in the context of complex organisational dynamics</li> <li>- Becoming more attentive to issues of time, task, space and scale in conceptualising and designing organisational interventions</li> <li>- Experiment as a practitioner with the integration of theory and practice</li> </ul> |  |                                            |
| 1. Develop an understanding of the processes and dynamics which underpin individual behaviours in the context of a group and group behaviours in the context of the system                                                                                                                                                                                                                                                                                                                                             |  | Learning Goal /<br>Learning<br>Objective   |
| 2. Learn core theories and approaches which underpin Tavistock Institute practice in support of organisational development and change                                                                                                                                                                                                                                                                                                                                                                                  |  | Learning Goal /<br>Learning<br>Objectives: |

## Escuela de Postgrado

|                                                                                                                                                |                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| 3. Learn new tools and practices for use in executive coaching, leadership development and consulting to organisational development and change | Learning Goal / Learning Objectives: |
| 4. Discover the complexities of group behaviours through experience of yourself and others in a dynamic exercise                               | Learning Goal / Learning Objectives: |
| 5. Learn about creating identities, leadership, authority and representation in a temporary system                                             | Learning Goal / Learning Objectives: |
| 6. Develop an understanding of how organisations learn and create their own defences against change in the face of anxiety                     |                                      |

| II.- CONTENTS |                                               |                                                                                                                                                                                                                                                                                   |
|---------------|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Topic         | Content                                       | Mandatory Reading                                                                                                                                                                                                                                                                 |
| 1             | The hidden world of organisational life       | Green, Z and Molenkamp R (2005) <i>The BART System of Group and Organizational Analysis Boundary, Authority, Role and Task</i> (Available in Spanish)<br><br>Obholzer, A. and Roberts, V. (1994) Chapters 1, 2 and 3 from <i>The Unconscious at Work</i> , Routledge (In Spanish) |
| 2             | Organisational theory and interventions       | Stacey, R. (1996) <i>Complexity and Creativity in Organisations</i> , Berrett-Kehler Publications. Chapter 6                                                                                                                                                                      |
| 3             | Coaching and consultancy practice             | Krantz, J. and Maltz, M. (1997) A Framework for Consulting to Organizational Role. <i>Consulting Psychology Journal, Practice and Research</i> , Volume 49, Number 2, Spring, 1997 (In Spanish)                                                                                   |
| 4             | Identity, representation and group behaviours | Green & Molenkamp                                                                                                                                                                                                                                                                 |

| III.- METHODOLOGY, EVALUATION AND BASIC REGULATIONS                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3.1.- Methodology:</b><br><p>The tutor will offer a range of different learning opportunities, This will include lectures, individual activities, paired and group / intergroup activities. Experiential activities promote deeper learning .</p> |

### 3.2.- Evaluation:

The course will be evaluated through an individual essay that must integrate the conceptual and experiential learnings developed during the sessions.

### 3.3.- Basic Regulation

1. The classes will be the days and hours indicated by the program address.
2. For each class, the students must have read and studied in advance the corresponding bibliography.
3. The qualification of all the evaluations will be done with a score from 1 to 7.
4. The teacher reserves the right to add, delete or replace bibliography during the course of the program if he deems it appropriate for the course of the course.
5. The unjustified absence of a student to a requirement will be scored with note 1.
6. It is important to emphasize that each student must assume his / her own responsibility in fulfilling the program, especially in relation to:
7. to. Be up to date on the development of the subject and the various indications given by both the teacher and the course coordinator. For example, absence from a class session does not exempt you from the academic obligations indicated on that day.
8. Ensure the faithful compliance with the dates and deadlines established for the different evaluation activities. Once fixed and known, they will not be modified.
9. Obtain the support material indicated for the chair when appropriate.
10. All work submitted during the course of the program will only be of value to the extent that the author is able to explain and endorse them personally. Deliveries that contradict the above are not accepted. All medical justification corresponding to non-attendance to a requirement must be presented through the regular channels established by the University.
11. All forms of copy and / or plagiarism are penalized drastically, failing the chair with a grade of 1.0. To avoid any inconvenience, please check the relevant regulations here.

## IV.- BIBLIOGRAPHY

### Mandatory Readings

- Green, Z and Molenkamp R (2005) *The BART System of Group and Organizational Analysis Boundary, Authority, Role and Task* (Available in Spanish)  
[https://www.it.uu.se/edu/course/homepage/projektDV/ht09/BART\\_Green\\_Molenkamp.pdf](https://www.it.uu.se/edu/course/homepage/projektDV/ht09/BART_Green_Molenkamp.pdf)
- Krantz, J. and Maltz, M. (1997) *A Framework for Consulting to Organizational Role*. Consulting Psychology Journal, Practice and Research, Volume 49, Number 2, Spring, 1997 (In Spanish)  
<http://www.worklab.com/wp-content/uploads/2009/12/Role-Consultation-Article2.pdf>
- Menzies Lyth, IEP (1970) *The Functioning of Social Systems as a Defence Against Anxiety* London: The Tavistock Institute of Human Relations
- <http://moderntimesworkplace.com/archives/ericssess/sessvol1/Lythp439.opd.pdf>

- Obholzer, A. and Roberts, V. (1994) Chapters 1, 2 and 3 from *The Unconscious at Work*, Routledge (In Spanish)
- Shaw, P (2002) *Changing Conversations in Organisations: A Complexity Approach to Change*, Routledge, chapter 1 in particular.

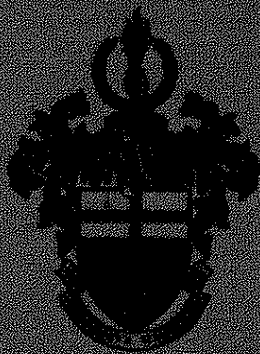
### Recommended readings

- Aram, E and Noble D *Educating Prospective Managers in the Complexity of Organizational Life* Management and Learning 1999 30: 32
- Berg, D N (2002) *Bringing Oneself to Work: A Jew Reflects* Journal of Applied Behaviour Science 38(4), Sage Journals
- Neumann, J.E. (1999) Systems psychodynamics in the service of political organisational change in: French, R. and Vince, R. (eds) *Group relations management and organisation*, Oxford University Press, pp 54-69
- Dr Jean Neumann's four-part series summarising selected Lewinian principles:
- [http://www.tav institute.org/lectures\\_and\\_presentations/pdf/kurt-lewin-dynamic-approach-rule-2/](http://www.tav institute.org/lectures_and_presentations/pdf/kurt-lewin-dynamic-approach-rule-2/)
- Palmer, B (2001) *The Tavistock Paradigm, inside, outside and beyond* in *Towards a Psychoanalytic Social Psychology*, edited by Robert Hinshelwood and Marco Chiesa, Taylor & Francis.

THE CITY UNIVERSITY

LONDON

THE TAVISTOCK INSTITUTE



THE  
TAVISTOCK  
INSTITUTE

## Master of Arts

We hereby certify that

CAMILLA JULIET CHILD

was admitted on the 25th day of February 2009

by resolution of the Senate to the

Master of Arts in Advanced Organisational Consultation

with Distinction

Vice-Chancellor

Director

The Tavistock Institute

Academic Registrar

\*\*\*\*\*  
 \*THERE ARE NO OFFICIAL OBSERVATIONS\*  
 \*\*\*\*\*



Type Type

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1997

525523573

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CHILD

Given names/Prenoms (2)

CAMILLA JULIET

Nationality/Nationalité 13

BRITISH CITIZEN

date of birth Date of marriage (4)

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Place of birth: Lion de sa

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Camilla Child: Principal Consultant / Researcher at the Tavistock Institute of Human Relations

**Personal Profile**

As an organisational development and change consultant and researcher I work across TIHR streams and practices and I am also an Executive Coach, an accredited Mediator and Coach/Consultant Supervisor. For nearly 30 years my work has taken me into a variety of organisations and I am familiar with the difficult challenges that face the people who work in it. I have coached, taught and consulted and researched in central and local government, in further and higher education bodies and schools, across the NHS, in cultural organisations, and the voluntary and community sectors, from the local through to the national and international. I also bring many years’ experience of carrying out evaluation research, action research and action learning. This breadth of experience and practice offers a unique perspective of systems which I carry into my work.

I help organisations, teams and individuals learn and develop by using methods which help them gain a broad understanding of system, context and role. I also bring deep understanding of the dynamics and practice of inter-organisational and inter-group collaboration in its wider context. Focusing on leadership at all levels, and working across organisational, departmental and community boundaries, I am active in and passionate about work which focuses on changes in behaviours and culture which helps people work together and supports improved outcomes for citizens. With individuals and groups, I work closely with clients by developing and supporting reflective spaces in which new routines and behaviours can be explored.

I have built on my early training in political science and I draw on this and a thorough understanding of organisational theory and systems psychodynamics, current social policy issues, and how they work in practice.

**Other professional courses and training**

|                                                                                        |                                             |             |
|----------------------------------------------------------------------------------------|---------------------------------------------|-------------|
| Supervisor for Coaches and Organisational Consultants                                  | The Tavistock Institute of Human Relations  | 2016        |
| Mediator: Alternative Conflict Resolution                                              | Regents College Law Society and Bar Council | 2015        |
| Group relations Conferences: Leadership, Organisation, Authority (as member and staff) | UK, Lithuania , China                       | 1993 - 2017 |

**Educational Qualifications**

|                                                       |                                                                |            |
|-------------------------------------------------------|----------------------------------------------------------------|------------|
| MA (Distinction) Advanced Organisational Consultation | City University / The Tavistock Institute                      | 2007 -2009 |
| MSc Social Policy and Administration                  | London School of Economics                                     | 1986-1987  |
| BA Hons 2:1 Political Science and French              | University of Birmingham and University of Montpellier, France | 1982-1986  |



At the Tavistock (1992 – to present) my work can be roughly broken down into three overlapping areas of work:

- From 2008 -** ***Learning: coaching, supervision and professional development offers*** : Co-director Practitioner Certificate in Consulting and Change; Dynamics of Evaluation; King's College, London, Executive Education short course (joint offer); using individual, small and large group methodologies and a range of techniques including action and experiential learning, creative arts and theoretical inputs; online platforms and face to face;
- From 2004-** ***Organisational consultancy*** leads consultancy offer; leads on health offers helping clients with organisational and programme design and delivery; client management, organisational role consultation (Executive coaching); Mediator; leadership development, organisational assessment, development and culture change; Group Relations; partnership management and developing evaluation expertise; public sector.
- From 1992-** ***Evaluating the organisation of public programmes and public sector bodies*** in sectors such as training and workforce development; employment; social inclusion; lifelong learning, children's services and social care; libraries and culture; and local government.

***Selected consultancy and evaluation projects***

- Royal Bournemouth and Christchurch Hospital Trust – organisational crisis intervention (2018);
- Building Leadership for Inclusion (BLFI) – leadership development for NHS Leadership Academy (2017 to date)
- Learning and Impact Services: Big Lottery Fund Women and Girls Programme (2017-2022) Director, Lead Partner
- Theory of Change and evaluation of Cancer Care Pathways Redesign, Macmillan Cancer Support and Imperial Healthcare NHS Trust (2017)
- Evaluation of Care Navigation, Long Term Conditions in Lambeth, National Association of Primary Care and GP Federations (2017)
- Evaluating Preventing Violent Extremism projects, OSCT. Home Office (2017)
- NHS Citizen: bringing public voice to the Board of NHS England Board – Lead partner an organisational development and culture change consultancy assignment: design and delivery of a public dialogue process, including culture and behaviour change (2013 to 2016)
- Lifeline Southwark – integrated drug and alcohol service - senior leadership team development and support (2016)
- Lewisham and Greenwich NHS Trust – individual and team development with the senior midwifery team July 2016
- Developing and delivering a learning programme for 'stuck' schools to innovate, EU countries; Iguana programme, European Commission (2014-15)
- Peer Review of two authorities receiving Prevent funding (Preventing Violent Extremism) design and facilitation for two authorities (2011)
- Design and delivery of leadership development programmer; sexual assault clinic (2010-11)
- IDEa – Behaviour change in Brighton and Hove City – developing effective working partnerships to improve practice young people and risky behaviours; work at strategic, middle and front line and across boundaries (2009-10)

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- Self evaluation – evaluations workshops and support for Prevent funded projects (DCLG)
- One Wiltshire – Designing strategic governance structures and supporting behavior change (2007-8)
- RB Southend-on-Sea Strengthening the Local Strategic Partnership (2008-9)

### *Coaching, supervision and professional development*

- Coaching – leaders and managers of (mainly) public sector bodies; coaching supervision
- Group supervision – an OD team at the King's Fund; NE London hospital trust perinatal team
- Practitioner Certificate in Consulting and Change for Transactional Analysis Academy, Netherlands 2016
- Practitioner Certificate in Consulting and Change (acc Tavistock Institute (*Co-Director and lead faculty 2012 ongoing*) (*Course moderator 2010*))
- Understanding system psychodynamics workshops for Canterbury Christchurch University MBA (2015) Manchester Business School (2012),
- Higher Education Funding Council Leadership Academy – workshops and action learning sets for a group of independent coaches (2010)
- MSc Leading Public Service Change and Organisational Development: Module: organisational design and interventions (*module faculty*) 2010
- MSc Interprofessional Health and Social Care: The Psychodynamics of Interprofessional Practice and Organisational Dynamics Module: leadership identity and collaboration (*module co-leader*) (2010)

### *Publications*

- National Association of Primary Care *Evaluation of Primary Care Navigation, Long Term Conditions* (2017)
- NHS Citizen deliverables for website presence, local reports, blogs (2014-15)
- Dagiene, V, Child, C et al (2015) *Self-Assessing the Emotional Intelligence and Organizational Intelligence in Schools* Informatics in Education Vol 14, No 2 pp 199-217  
[http://www.mii.lt/informatics\\_in\\_education/htm/infedu.2015.12.htm](http://www.mii.lt/informatics_in_education/htm/infedu.2015.12.htm)
- Child, C and Iacopini G with Lancashire Prevent Forum and LB Tower Hamlets *Report on the Peer Review of a Prevent Programme – Issues emerging* (Autumn 2011)
- Evaluation of Timely Information for Citizens *Summary Report* (Autumn 2011) DCLG
- Child C et al (2010) *Developing partnership working for behaviour change: preventing risky behaviours in Brighton and Hove's young people* Local Government Improvement and Development (now LGG)
- Child C, Litherland R (2009) *Why are we talking about behaviour change?* In 'Challenging Behaviour', SOLACE Imprint, Guardian Public <http://www.guardianpublic.co.uk/solace-litherland-child-october>
- Abraham F, Swan P, Child C *Reports to Wiltshire Improvement Partnership* (2008)
- Sommerlad, E, Child C, Kelleher J, Ramsden C, (2004) *Competencies and Capabilities: New Paradigms for Workforce Development in the 21<sup>st</sup> Century Library*, MLA
- Hills, D and Child, C, (2000) *Leadership in Residential Child Care: Evaluating Qualification Training* London: John Wiley and Son,



### **Economic Proposal**

Within the agenda of the activities that I have been offered in accordance with the participation in the XIII International Week and the Administration Department activities, I am pleased to inform my interest of participating as an International Speaker in representation of the Tavistock Institute for Human Relations, receiving a contribution for this role of USD 6.695 pay directly to the Institute.

This contribution includes:

- Airfare
- Hotel stay
- Food
- Course for International Week
- Course for Administration Department

The bank transfer details of the Institute are (US Dollar Account):

**Provider: Tavistock Institute of Human Relations**

National Westminster Bank (Natwest)

Address: 94 Moorgate, London, EC2M 6UR

Account No: 28081021

Sort Code: 560023

IBAN: GB27 NWBK 6073 0128 0810 21

BIC: NWBKGB2L

A handwritten signature in black ink, appearing to read "Camilla Child".

Camilla Child  
Principal Researcher / Consultant  
Tavistock Institute for Human Relations

A handwritten signature in black ink, appearing to read "Mehul Patel".

Mehul Patel  
Head of Finance  
Tavistock Institute for Human Relations

December, 2018

**TERMINO DE REFERENCIA**  
**TRATO DIRECTO CAMILA CHILD: A TAVISTOCK APPROACH TO UNDERSTANDING AND WORKING WITH ORGANISATIONS.**

**1. Objetivo General:**

La Escuela de Postgrado y el Departamento de Administración requieren la contratación a través de A Tavistock Institute Approach to Understanding and Working with Organisations, de la Relatora para taller y cátedra de la Sra. Camilla Child, en el contexto de la XIII Semana Internacional a realizarse en enero de 2019.

**2. Productos o servicios requeridos:**

Relatora en:

- Un (1) curso Semana Internacional (15hras)
- Un (1) taller Departamento de Administración (6hras)

**3. Monto de la adquisición o contratación:**

Total de US\$5.030.-

Gasto con cargo al Departamento de Administración US\$1.400.-

Gasto con cargo a la Escuela de Postgrado US\$3.630.-

**4. Garantía de fiel y oportuno cumplimiento del contrato:**

No aplica.

**5. Multas:**

No aplica. Por ser un servicio estándar de simple y objetiva especificación.

**6. Vigencia del contrato:**

Enero 2019.

**7. Causales de término anticipado del contrato:**

No aplica.

**8. Forma y modalidad de pago:**

El pago se realizará por transferencia bancaria, según datos especificados en el punto 12.

**9. Contraparte técnica:**

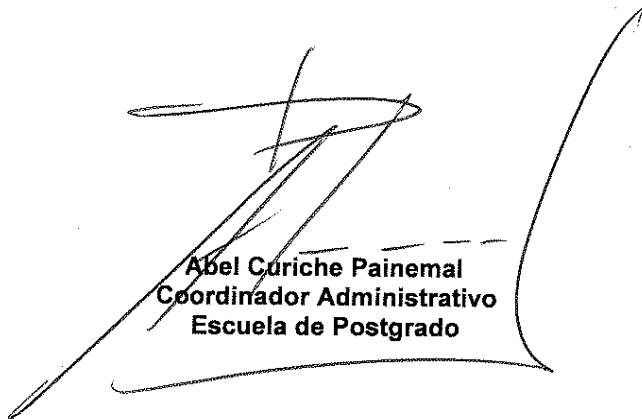
Dña Karina Isla, Jefa de Asuntos Académicos y Estudiantiles Escuela de Postgrado.

**10. Necesidad de formalizar contrato:**

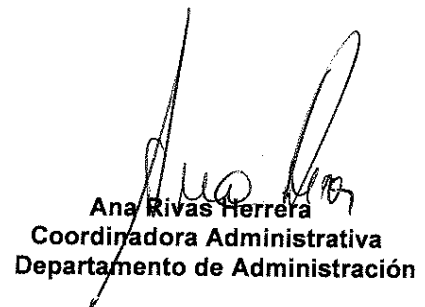
No aplica.

**11. Datos del proveedor:**

|                         |                                          |
|-------------------------|------------------------------------------|
| Nombre del beneficiario | : Tavistock Institute of Human Relations |
| Nombre del banco        | : National Westminster Bank (Natwest)    |
| Dirección del banco     | : 94 Moorgate, London, EC2M 6UR          |
| IBAN                    | : GB27 NWBK 6073 0128 0810 21            |
| Moneda                  | : Dólares                                |
| Account No              | : 28081021                               |
| Sort Code               | : 560023                                 |
| BIC                     | : NWBKGB2L                               |

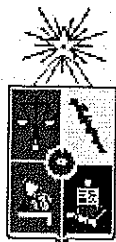


**Abel Curiche Painemal**  
Coordinador Administrativo  
Escuela de Postgrado



**Ana Rivas Herrera**  
Coordinadora Administrativa  
Departamento de Administración

Santiago, Diciembre 2018



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que indica.

SANTIAGO, 16 de enero de 2018.

DE : CONTRALOR UNIVERSITARIA (s).

A : DECANO DE LA FACULTAD DE ECONOMÍA Y NEGOCIOS.

Esta Contraloría Universitaria ha dado curso a la resolución del Antecedente, pero cumple con hacer presente que, de conformidad al artículo 46° de la ley 21.094, los académicos, investigadores, profesionales, conferencistas o expertos extranjeros, y que tengan residencia o domicilio permanente fuera del territorio nacional, estarán exentos de solicitar la autorización para desarrollar actividades remuneradas, señalada en el artículo 48, inciso primero, del decreto ley N° 1.094, de 1975, del Ministerio del Interior, siempre que dichas labores correspondan a actividades académicas organizadas por instituciones universitarias y no se extiendan más allá de treinta días o del término del respectivo permiso de turismo, siendo procedente su contratación mediante convenio de honorarios.

Saluda atentamente a usted,

  
MAGDALENA GANDOLFO G.  
Contralora (s)



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